

Trends in Project Management 2010

Dr. Ed Hoffman

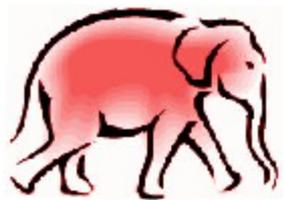
A solid blue shape that starts as a horizontal line and then curves downwards and to the left, forming a large, abstract shape at the bottom of the slide.

In 2010 we saw...



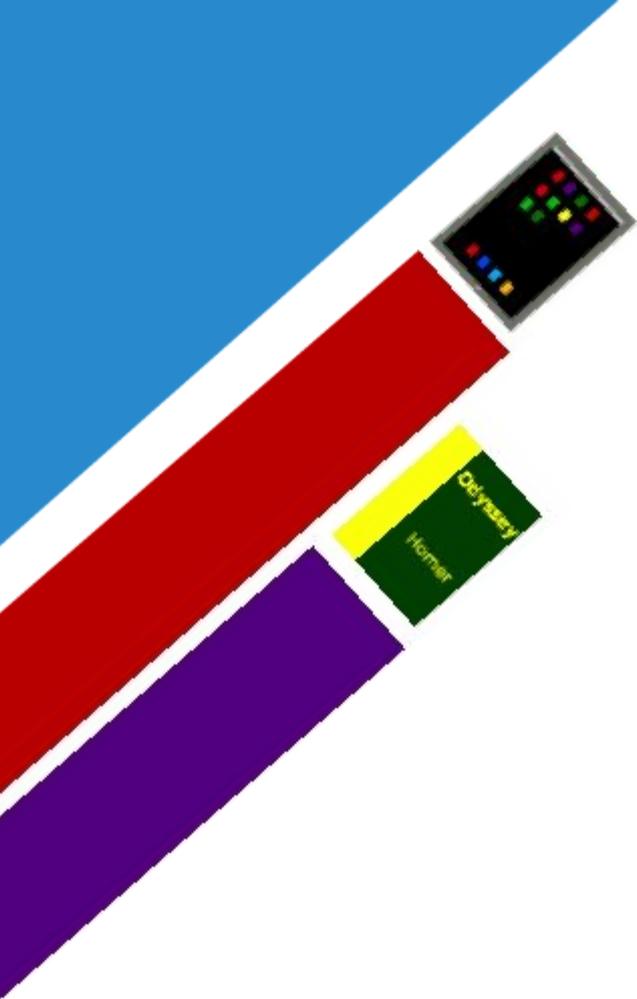


Economic

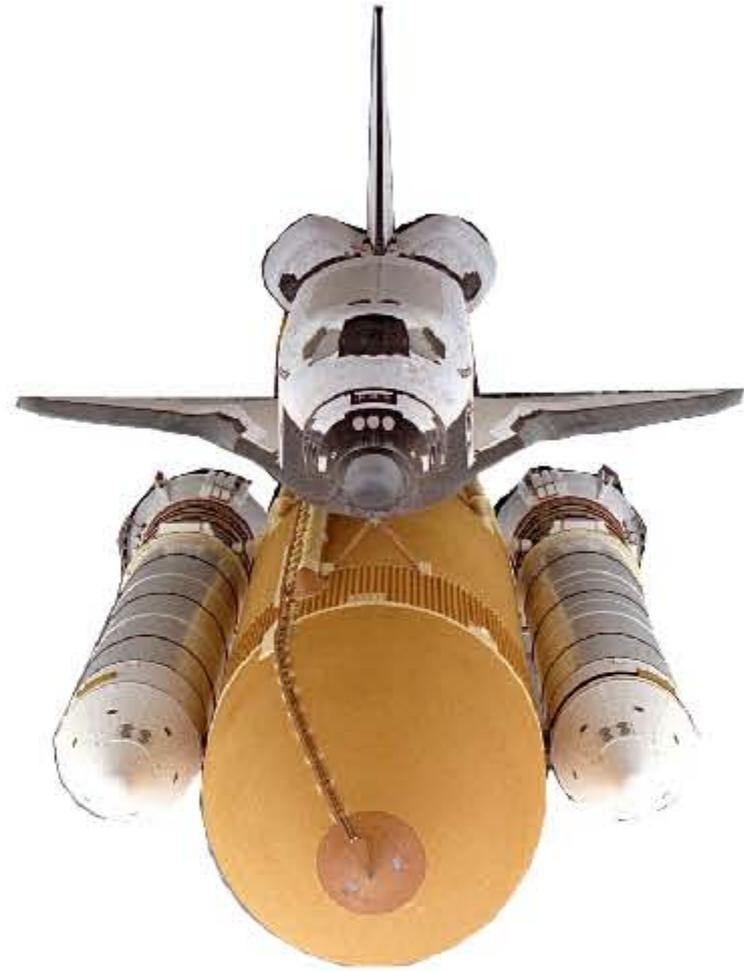


Political





Technological



Organizational

Change.



Change.



mindset

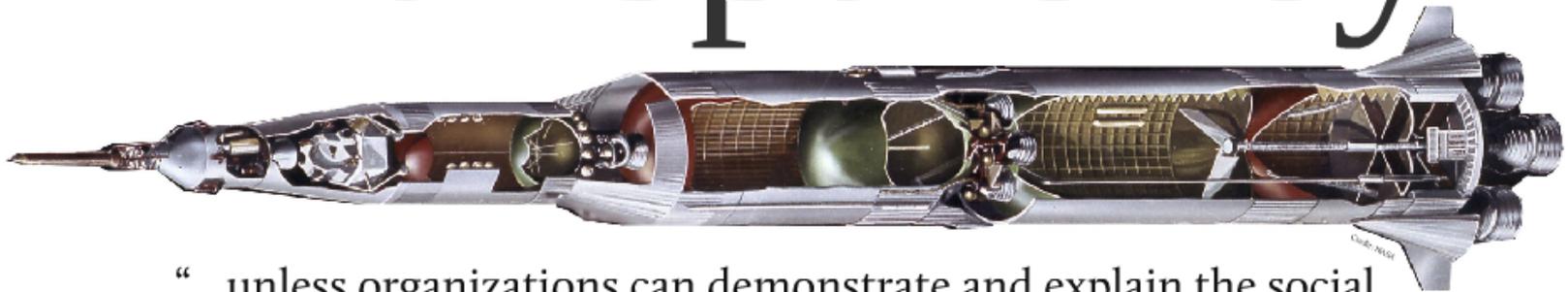
“This is a time to swim with real humility...just because something has worked in the past so well doesn't mean it's going to work in the future. Now before I do anything, I ask myself, ‘What type of ^{Change} mindset do I require to complete the task?’”

~ Lewis Pugh (TED July 2010)



Lewis Pugh's TED Talk Video
"From Ocean High, North Pole Challenge"

Transparency



“...unless organizations can demonstrate and explain the social purpose and the social value that they’ve fulfilled, they will fail....That wasn’t the case 50 or 60 years ago, indeed probably not even 10 years ago.”

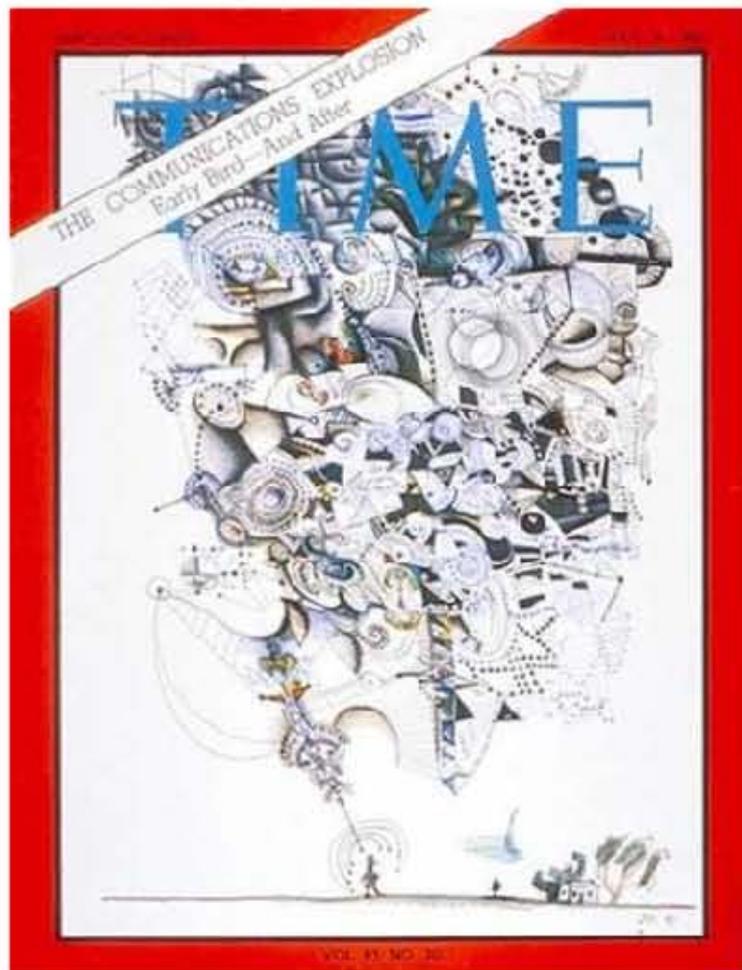
~ David C. Schmittlein, MIT Sloan School of Management Dean



Frugal Innovation

“Cost discipline is an intrinsic part of the process, but rather than simply cutting existing costs, frugal engineering seeks to avoid needless costs in the first place.”

~ Strategy & Business, The Importance of Frugal Engineering



In 1965...

“... the somewhat frightening prospect of man’s new capability to store a mass of information and, on signal, send it anywhere in the world.”

- TIME Letter from The Publisher on the launch of Intelsat 1 (“Early Bird”) (May 14, 1965)

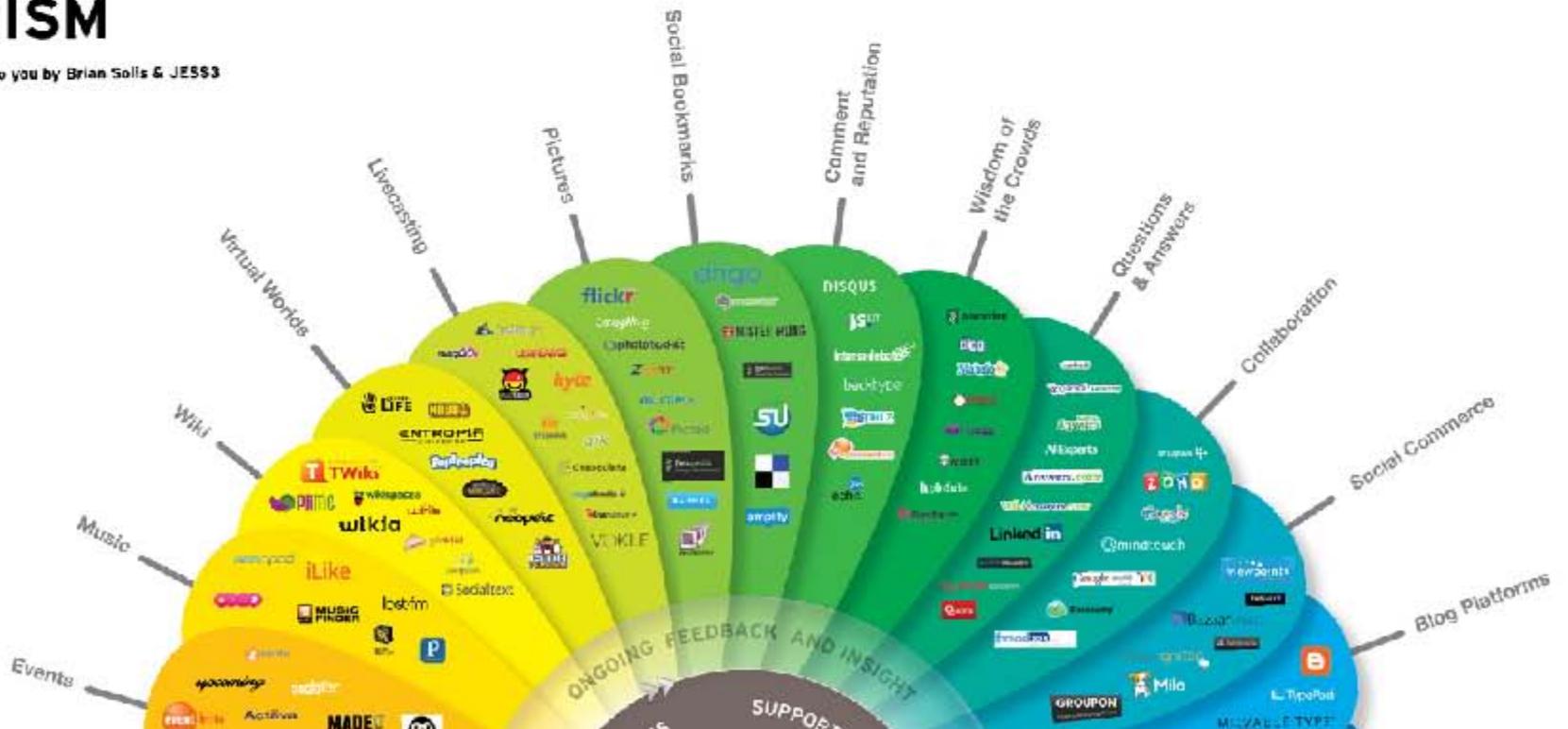
Time Magazine

<http://www.time.com>

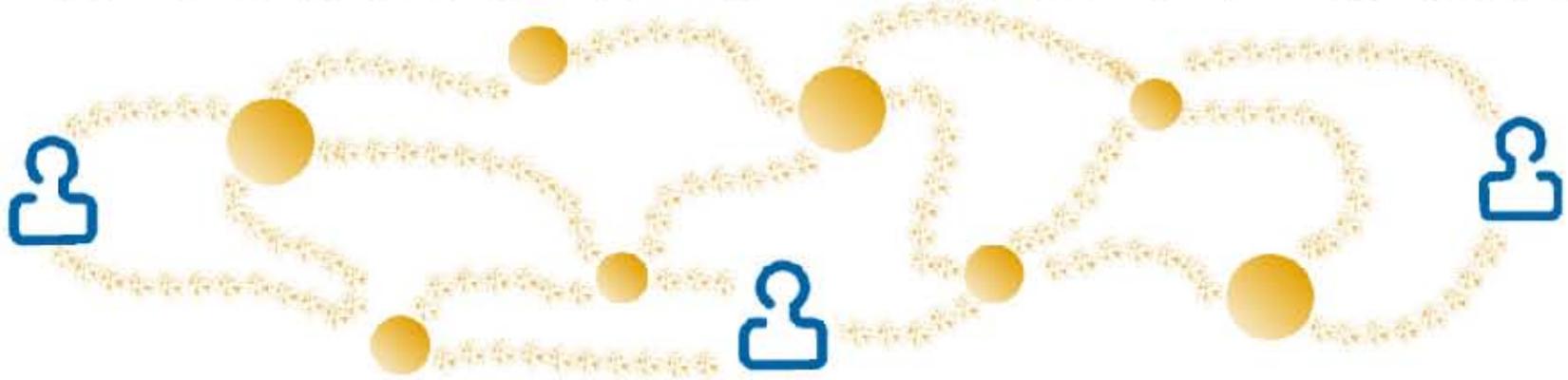
In 2010...

THE CONVERSATION PRISM

Brought to you by Brian Solis & JESS3



Smart Networks



“A crowd is not a network.”

- T.J. Elliot

“Ultimately we now live in a world that is defined not by consumption, but by participation.”

- Ben Cameron, TED 2010

Today

Tomorrow

Games. Young Professionals. International Partnerships.

“A consensus will emerge that we are all responsible for our world and must work together to make it better – and we’ll all wonder how we could have ever thought otherwise.”

- Harvard Business Review, "Leadership in the Age of Transparency", April 2010

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NASA APPEL – Driving towards PM 2.0?

Dr. Terry Cooke-Davies

Group Chairman
Human Systems International Limited



Human Systems



Benchmarking PM Capability

Human Systems



GENERAL DYNAMICS

United Kingdom Limited



CASSIDIAN
AN EADS COMPANY

Department of Main Roads



Rolls-Royce



RailCorp



BOMBARDIER



BEDFORD BOROUGH COUNCIL



ZTE中兴



MOTOROLA



Be Life Confident



MERCK



centrica



Lundbeck



CommonwealthBank



CAPITA



barclaycard

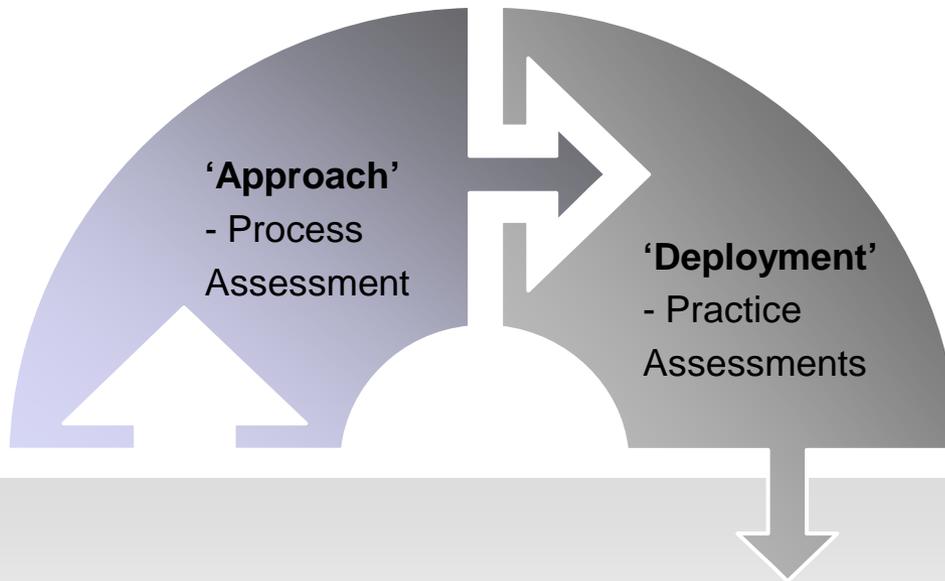


THE NATIONAL TRUST



Human Systems

PM 1.0





Human Systems

Dubai Workshop – November '07



- 7 powerful presentations by eminent speakers from leading global PM organizations
- Delegates from 17 leading PM organizations
- Reflection and assimilation of learning facilitated by Human Systems

The Speakers

BOMBARDIER



LAING O'ROURKE



BAE SYSTEMS



Answers That Matter.

- Dr Volker Stroenisch, VP Project Management, Bombardier Transportation
- Norman Haste, OBE, COO, Al Naboodah Laing O'Rourke
- Dr Charlie Pellerin, President, 4D Systems
- Hans Wierda, Head of Shell Project Academy & Frans van Gunsteren, Director, Shell Nanhai Project
- Paul Godge, Head of Project Management UK & Rest of World, BAE Systems
- Dr Hiroshi Tanaka, President, Japan Project Management Association
- Carol Feeney & Liliana Gehring, Lily Research Labs

Focus on Five Questions

- What is the nature of complexity in projects that makes so-called 'complex projects' more difficult to manage than other projects?
- What are the specific skills required of the managers of projects with a high degree of complexity?
- How can an organization be sure that it will have sufficient people with the right level of skill to deliver the projects and programmes necessary to implement its chosen strategy?
- How can an organization develop these people? How can it take people who are competent to manage 'painting by numbers' projects, and develop the necessary skills and abilities to manage and lead projects with a high degree of complexity?
- From personal experience, what was it that changed in their lives for people who could demonstrate a track record of the successful leadership and management of projects with a high degree of complexity?



Human Systems

Assessment - Five Topics + 9 Sub-Topics

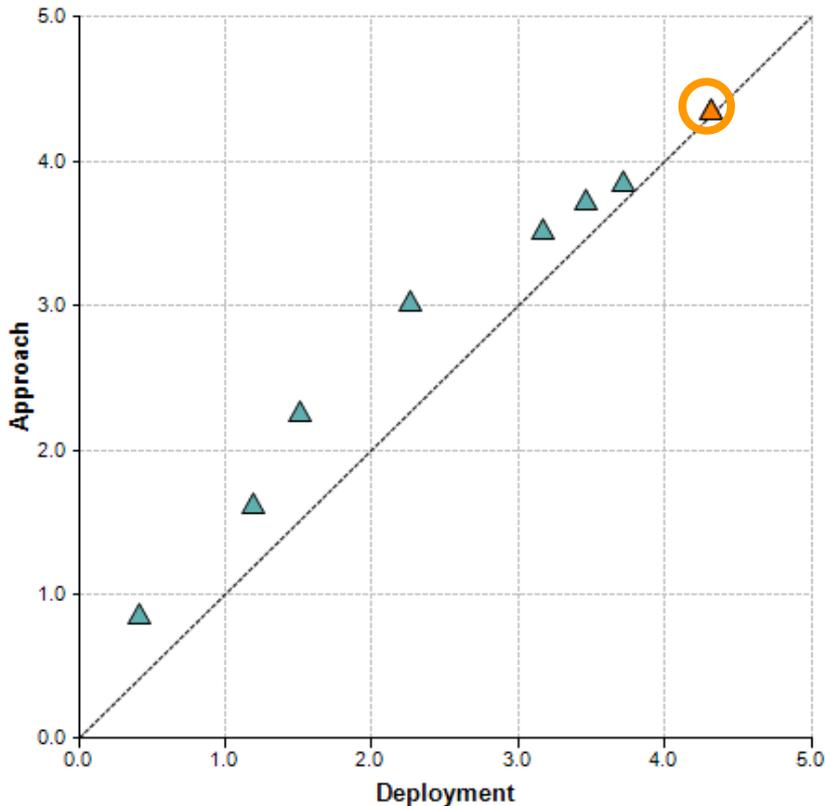
- Extent of People Being Developed
 - Project Management Community
 - People to be Developed
- Nature of Development
 - Content of Curriculum
 - Delivery of Development
- Sources of Knowledge
 - PM Associations
 - Leverage of Knowledge
- Keeping Track
 - Administration of Academy
 - Assessment of Efficiency & Effectiveness
- Results achieved
 - Qualitative Results Accomplished



Human Systems

APPEL Achieves Highest Score

NASA APPEL Project Academies - All Topics



High

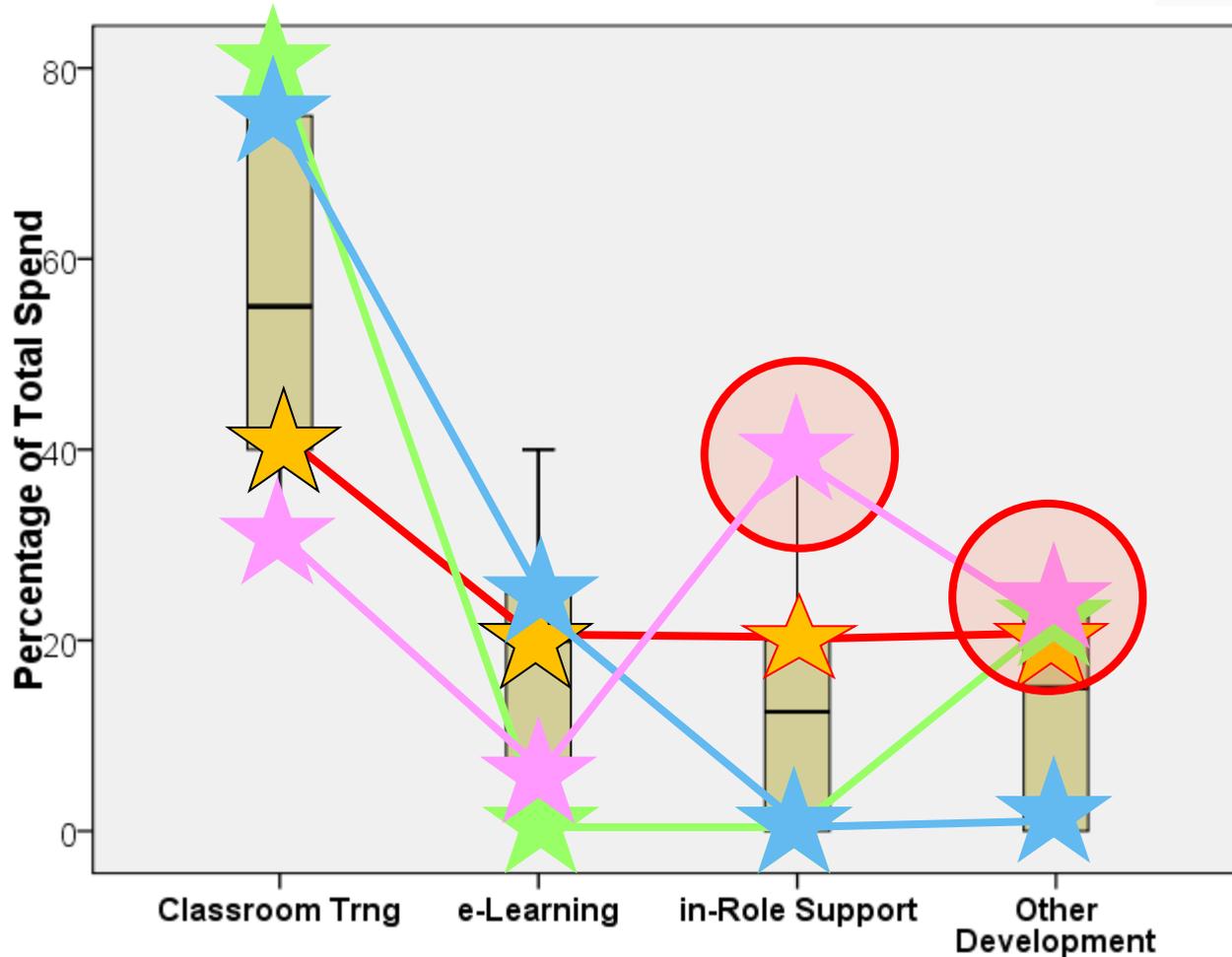
- Top quartile in all 5 topics, and in 8 out of 9 sub-topics .
- Particularly high scores for:
 - PM Community
 - Leverage of Knowledge
 - Administration of Academy
 - Assessment of Efficiency and Effectiveness

Low

- Association with other initiatives
- E-Learning
- Support for external accreditation



Profile of Resource Spend





Human Systems

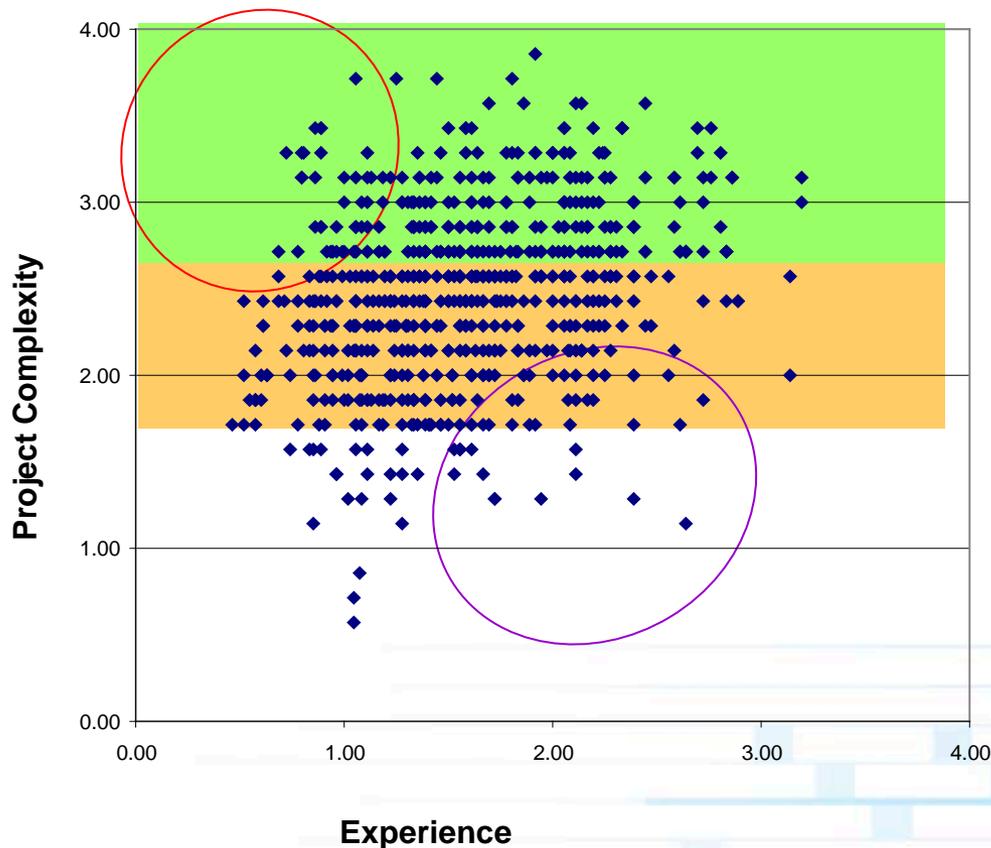
Adding Workforce Development





Human Systems

Corporate Results: Experience vs. Complexity



- Comparison of Experience (combination of company and project experience)

- Majority of projects are moderately complex and are being managed by candidates with a moderate level of experience

- Red circle highlights low experience managing extremely complex projects. Note: may be partially explained through low experience producing inaccuracy in the estimation of complexity

- Purple circle highlights high experience individuals assigned to very low complexity projects

Moderately complex Projects

Very complex Projects

[More detail](#)





The Nature of PM 2.0



NASA APPEL – Driving towards PM 2.0?

Dr. Terry Cooke-Davies

Group Chairman
Human Systems International Limited



Human Systems



Towards an 'virtual' DLR Academy

NASA PM Challenge 2011
09th Feb 2011, Long Beach CA

Mr. Rüdiger Süß
Project Manager
Corporate Strategy and Alliances

Dr. Petra E. Georgi
Head of Project Management Support



Aeronautics

Space

Energy

Transport

Security



**Research Center
&
German Space Administration
&
Project Management Office**

DLR





Sites and Staff

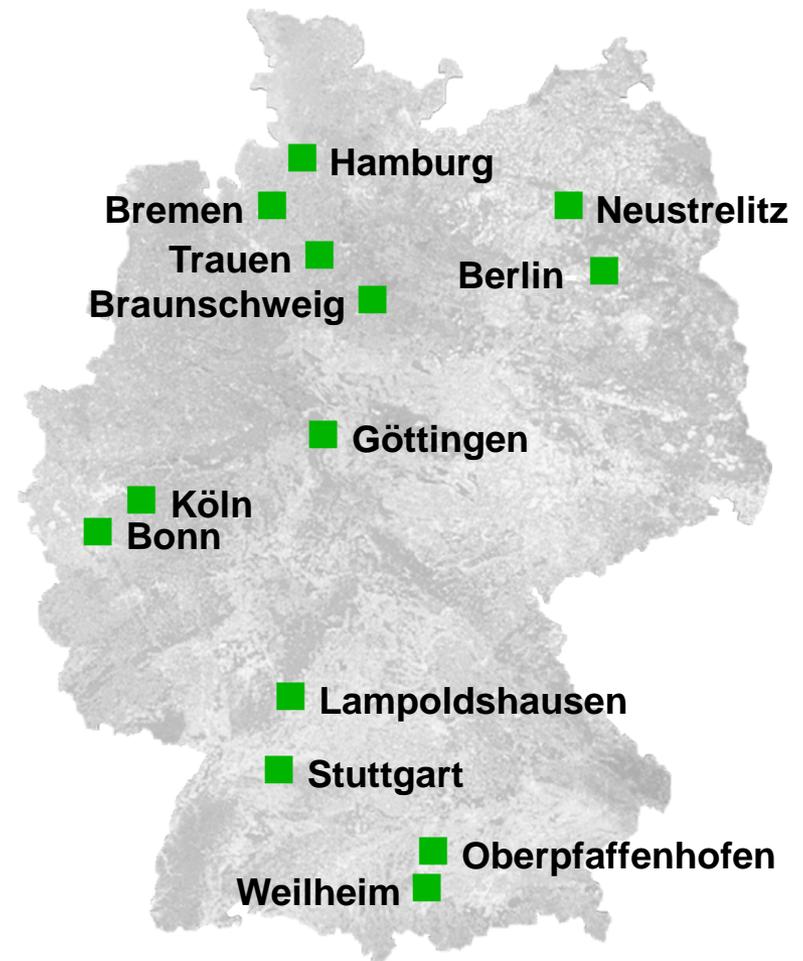
6.700 employees

30 research institutes and facilities

overall budget 1.4 billion €

■ 13 + 2 Sites (new)

Offices in Berlin, Brussels,
Paris and Washington D.C.



Activities within DLR concerning Project Management

Projects

- Third party financed projects (public/ governmental/ industrial)
- Internal funded projects
- Project Management Support

Players:

Scientists, PM Support, ...

Processes

- Core Process “R&D”
- Support Process “Contract Management”
- Support Process “Resources Planning and Controlling”

Players:

Corporate Strategy, QM, Legal, ...

Qualification

- Education Program; training courses

Players:

HR, PM Support, ...

Initiatives

- Corporate projects f. ex. “Development of a DLR PM career path”

Players:

Corporate Strategy, PM Support, ...



Activities within DLR concerning Project Management

Integration into an institutional DLR PM Academy?

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Players:

Corporate Strategy, PM Support, ...



Projects at DLR (I)

Proj.

Proc.

Qual.

Init.

Public / Governmental Financed Projects

- Federal Ministries of Economics and Technology; of Defense
- Ministries of the Federal States (Bavaria, Hamburg, Berlin, ...)

Third Party Financed Projects

- Federal and federal state funded projects
- National and international industry
- European Commission
- Agencies: ESA, EDA, EASA, ...
- Other research funding organizations, foundations
- Universities

Public Private Partnerships

- F. ex. "TerraSAR-X" (DLR R&D: Ground services and operating, DLR as Space Administration: Managing budget, Industry: Manufacturing of the satellite)

Organizational / Administrative / Corporate Projects

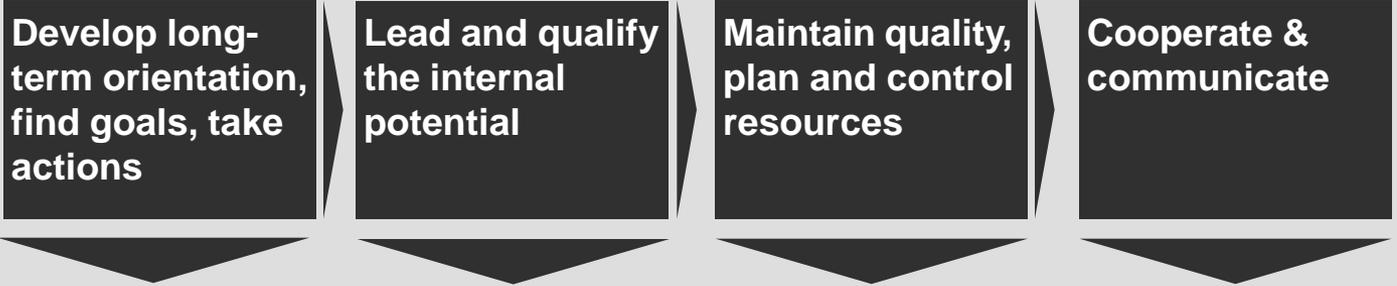
- Processes, Human resources, Infrastructure, ...

Projects at DLR (II)

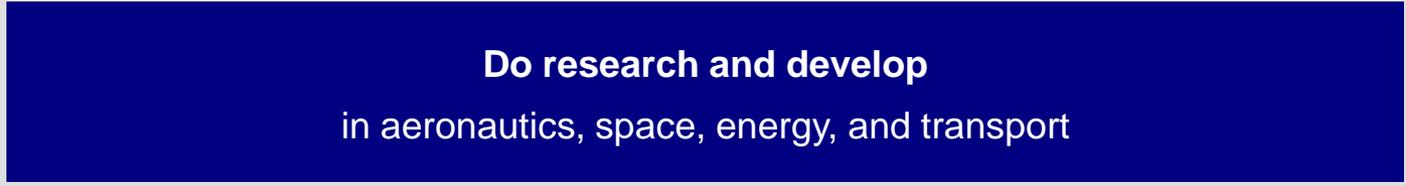
Proj.	Proc.	Qual.	Init.
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- More than 220 internal funded projects in DLR R&D
 - More than 2100 third party funded projects in DLR R&D (third party R&D budget approx. 300 million € in 2009)
- 860 active project managers in 33 institutes and facilities

DLR's Process Model



Corporate processes



Core processes
From the customer to the customer (external)



Support processes (internal)

PM in DLR's HR Development/ Education Program



DLR Education Program

- Several qualification courses concerning PM; for example
 - since 2000: 4 days “PM Intensive Course” → more than 600 participants
 - 2009 Start: “Preparation for the PMP” → about 20 PMPs
 - 2011 Start: “Risk management for complex projects”
- Since 2009 DLR Graduate Program
Qualification / Training of PhD candidates in project management, presentation / moderation / communication skills,
- Each year: more than 300 courses for leadership, team building, soft skills
...
- Coming soon:
Project Manager Development Program with an extended PM course program



Project Manager Career Path

Proj. Proc. Qual. **Init.**

- Increase the quality/ professionalism of PM @ DLR
- Implementation of a project manager career besides the management career
- Strengthening of the employer branding “DLR”, and increasing of the visibility of DLR as an employer
- Keeping more top performers

Project manager career path framework

- Design of a 4 career grades
- PM career grades comparable to grades in management career
- Definition of requirement profiles for the 4 grades
- Design of a Project Manager Development Program
- June 2011 – Roll out of the Project manager career path in selected institutes (max. 4 institutes) and evaluation of processes
- From 2012 – DLR-wide roll out of the Project manager career path

PM Support Department (I)

Players

Organization

- Strategic PM support – Recourses Planning and Controlling Process
- Operational PM support - Contract Managing Process

Strategic PM support tasks

- Common PM standards within DLR
- Implementation of DLR-wide PM standards for all RTD projects
- Development of Tools, IT tools and Procedures for an integral PM Approach at DLR
- Implementation of a project management career path beside the management career, definition of internal training courses for PM

Operational PM support tasks

- Project management of large and complex projects by operating Project Offices (e.g. Galileo)
- Provision of Project Support Teams consisting of administrative project managers, lawyers, contract managers and purchasing managers (e.g. Columbus)
- Coaching and support of project managers and project teams



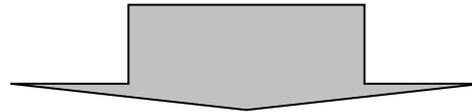
Conditions and Needs

- Dealing with very different kind of projects: size, complexity, value, formation of team, skills/ know-how, customers (scientific, governmental/ industry or all of them/, corporate, ...), international, internal culture,
- Regarding external conditions (certifications asked by customers, regulatory policies, ...)
- Administrative/ Corporate issues are organized via processes
- DLR-cultural issues (ways of thinking, ...)
- Projects become more and more complex (project structure, stakeholder, partner ...)
- Contradiction between scientific/ industrial research project and the regulatory policies framework of DLR
- Projects at DLR have high risks due to fixed price contracts and moving targets



Conclusion

- Very good Project Management Skills are a “must have”!
- Take into account the internal “working” culture of a company



- Improving project management skills within DLR
 - Quality, precision, sustainability, reliability, international recognition
- Existing mixture between process orientation and matrix organization



therefore DLR established a coordinating activity:

“Implementation of a coherent Project Management at DLR”

- Guidelines competence at DLR: Project Management Support Departm.
- Process Owner: Chairman of the Executive Board
- Embedded in the Corporate Strategy

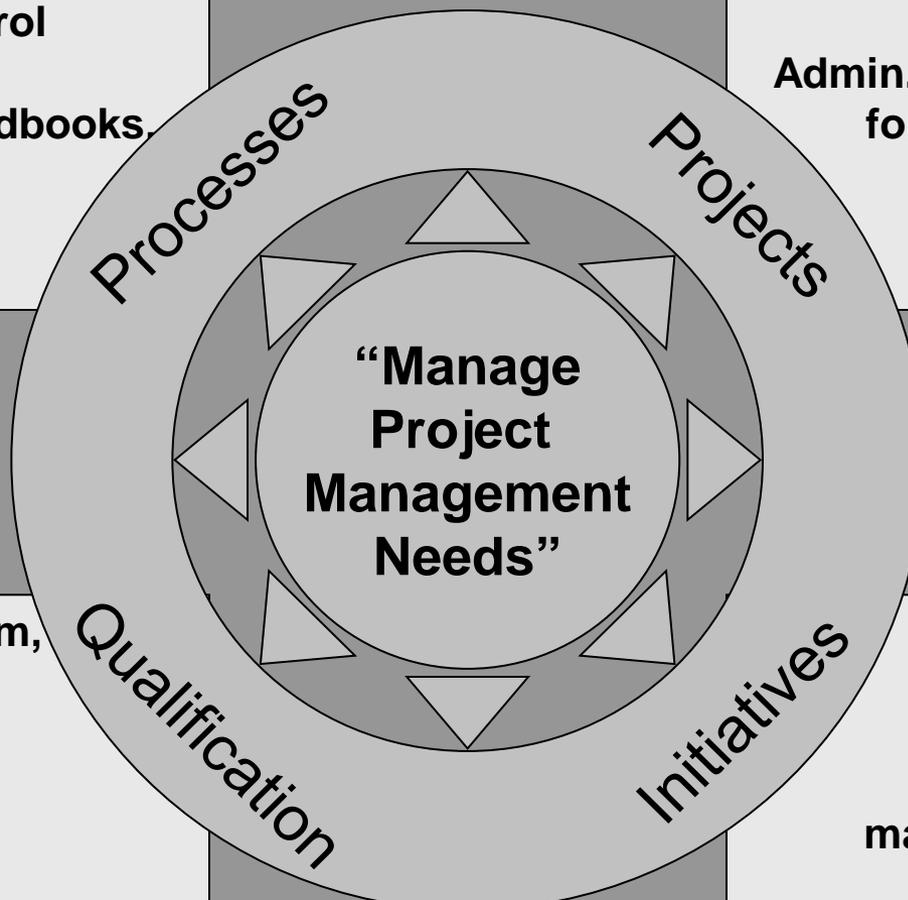


A virtual, process-embedded

DLR Academy

- f. ex. “Manage contracts” or “Plan and control resources”
- Guidelines, handbooks
- Methods

**Project Offices,
Project Managers,
Admin. Project Managers
for complex projects**



**Education Program,
HR Development,**

**Project Manager
as a career path,
“Implement of a
coherent project
management at DLR”**



THALES

* 12,881 B€ sales (2009)

* 68 000 employees

67 %



* 18,176 B€ sales (2009)

* 73 000 employees

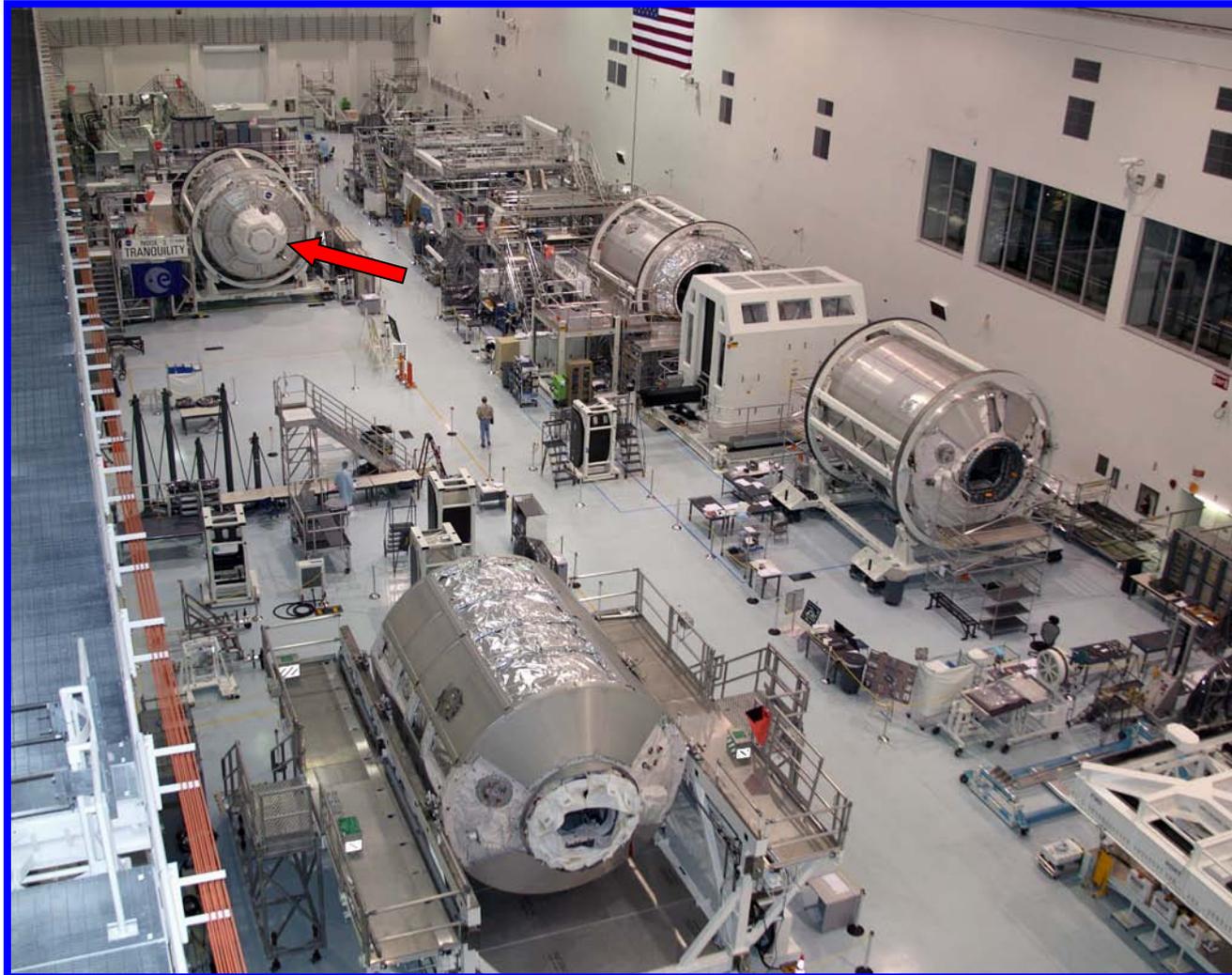
33 %



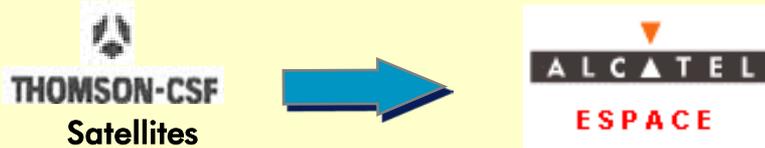
**N° 1 in Europe for orbital infrastructures
and satellite systems**

- **7,200 Employess**
- **11 Industrial sites in Europe**
- **Certifications: ISO 9001, EN 9100, AQAP 2110, CMMI level 3, ISO 14001 (for Toulouselosa, Milano, Charleroi e Madrid)**
- **HQ**





1985



1990



1998



2005



2007



Promoting training within the Group

The University works with the Group companies in order to build more efficient training strategies. Training programme design teams consisting of Thales Group trainers and associated Professors work together to deliver customised, dedicated courses for Thales employees. As Loïc Mahé, Senior Vice President - Human Resources said: "Training has to be seen as an investment, either to access and facilitate individual career paths, or to deploy Thales' key projects: TU is there to drive and promote training within the Group".

Customized training programmes for the Divisions

Working with its strategy and consulting departments, the University develops a range of customized training programmes and consulting solutions in order to help the Group Units achieve their aims and manage change and development.

A Global University

As Thales becomes more international, so does the University. With existing sites in France (Jouy-en-Josas), UK (Crawley), Netherlands (Hengelo), Germany (Stuttgart), Italy (Rome), USA (Washington DC) and Australia (Sydney), training courses are also run onsite for Thales companies around the world.

HR
Jean-Louis Onnis

CEO
Alain Oumeddour

Finance/Administration
Vincent Fournot

Training
Alain Oumeddour

TU Consulting
Alain Oumeddour

TU Solutions
Bernard Lobe

Functions

Antennas

Washington DC
Adrienne Stoch

Abu Dhabi

Centers

TU Crawley
Bob North

TU Hengelo
Anjen Lammers

TU Stuttgart
Bernad Schopp

TU Roma
Mania La Nave

TU Sydney
Paul Bowles

TU Jcuu-en-Jesus

Practices

Management & Change
David Butler

Project Management & Business Processes
Marie-Gabrielle Bloch

Marketing, Sales & bids
Sylvie Bertuzzi Papillon

Software, System Engineering & other Technologies
Catherine Laporte

Hardware Engineering
Bernad Schopp

Performing practices and attitudes
Olivier Destang

Support to Growth
Antoine Chiriac

Performance of Management & Change
Vincent Mounier

Individual & Collective Efficiency
Elizabeth de Dumas

Communication
Genevieve Lebrun

Welcome Conventions
Sylvie Bertuzzi Papillon

e-Learning
Dominique Desfrugeres

Training & Administration
Sophie Marti

Quality
Olivier Dorianne

Thales University

8 Sites

Abu Dhabi

Crawley

Hengelo

Jouy-en-Josas

Roma

Stuttgart

Sydney

Washington DC